



Cleveland Division of Police
Performance Evaluation Manual
Sworn Officers

Performance Evaluation User Manual

Sworn Officers

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Manual Overview

The Cleveland Division of Police (CDP) will ensure the fair, impartial, and accurate evaluation of employee performance and that every sworn and non-sworn member will receive an annual performance evaluation. These evaluations will guarantee that sworn officers are performing their duties in a manner that advances the values of CDP set forth in its Mission Statement. CDP will recognize and document the hard work of all of its sworn officers, first-line to command, and track performance in meeting job requirements, provide guidance, and address any deficiencies or areas in need of improvement. Through careful evaluations of performance, officers will receive recognition and specific instruction for improvement, and supervisors will develop targeted direction for subordinates.

The following Performance Evaluation Manual is designed to assist Evaluators in completing the Performance Evaluation Forms.

Performance Evaluation Form Overview

The form is divided into five sections, which are listed below with brief descriptions. Instructions regarding the evaluation process, schedule, and roles and responsibilities can be found in General Police Order 1.07.02: Performance Evaluations.

Section A: Officer Being Evaluated

This section includes basic information regarding the Officer being evaluated and particular details for the evaluation period.

If an Officer is being evaluated for a detail, or any other assignment outside of the permanent assignment, the Evaluator must:

- #5: Enter the detail or temporary assignment information of the Officer, and
- #6: Write “Detail” or “Temporary Assignment” next to “Other.”

For the Annual Evaluation in January, in #8, enter any previous assignments or details the Officer served that lasted more than 120 days. Provide the district, bureau, or unit name and timeframe.

Section B: Evaluator

The purpose of this section is to identify the name and position status of the Evaluator

Section C: Performance Areas

The purpose of this section is to rate the Officer's performance for the different Performance Areas and to provide a reason and/or examples for the rating. Evaluators can provide the rating in the boxes to the left of the Performance Area name and a row is provided underneath for the narrative explanation for the rating. General descriptions of the Performance Areas are found in this manual, and rating scale definitions can be found on the form and within this manual and General Police Order 1.07.02: Performance Evaluations.

See *Performance Areas* of this manual for guidance on successfully completing this section of the evaluation.

Section D: Narrative

The purpose of this section is for the Evaluator to provide detail beyond the Performance Area ratings and reasoning.

Growth and Achievement: The Evaluator to provide details specific to the Officer, avoiding boilerplate language, on areas where the Officer has demonstrated improvement during the evaluation period and has made notable achievements.

Areas for Improvement: The Evaluator is to provide detail on areas where the Officer can improve. Any ratings of *Unsatisfactory* or *Improvement Needed* are to be expanded upon here.

Guidance for Career Development: The Evaluator shall discuss with the officer their career aspirations within the Division and possible training opportunities or tasks the Officer could complete to gain experience and/or better position themselves for desired career goals.

Section E: Signatures and Responses

This section is to be completed by the Officer, Evaluator, Reviewer, and Commander. The purpose of this section is for the involved officers in the chain of command to acknowledge and confirm the information within the evaluation. Officers have the option to attach a written statement.

Performance Areas

This section covers performance areas in which Officers will be evaluated. The following are descriptions of the different Performance Area sections.

- All Officers are expected to demonstrate the actions under *Performance of Duty* with respect to policy, constitutionality, and law.
- *Workplace Professionalism* are those characteristics that are expected of any professional,

regardless of workplace, and found in CDP policies related to conduct of an officer.

- *Supervision Skills* are a combination of skills such as the ability to counsel and support subordinates, and trained and experienced skills such as reviewing reports and actions for compliance to policy and law.
- *Overall Rating* is an overall assessment based on the ratings given in the preceding Performance Areas.
- *Corrective Actions and Commendations* is where, if known, the Evaluator will list the type of Corrective actions that were sustained, or commendations granted during the Evaluation Period. If available, also attach copies of the commendations.

Broad descriptions and policies are provided below for clarity and guidance in conducting evaluations. For the Officer, fulfillment of the listed expectations should be considered in determining the Officer's rating. Underneath each Performance Area, provide an explanation or at least two examples for the given rating.

Descriptions of Performance Areas below provide guidance to Evaluators on assessing Performance Areas. The summary guidance below is in no way exhaustive and shall NOT be referenced in place of applicable directives found in law, policies, and procedures. For example, if an Evaluator is referencing implementation of community policing practices, the Evaluator shall reference the Division's Community Policing Plan rather than the brief guidance pertaining to community policing in this manual.

Performance Ratings

Evaluators have the option of selecting from among the rating categories described below when assessing the work of their subordinates.

Not Applicable: Performance that could not be observed or does not apply to the position.

Unsatisfactory: Performance which, throughout the evaluation period, did not meet the expectations or requirements of the Performance Area.

Improvement Needed: Some responsibilities were performed capably but require improvement in certain expectations or requirements of the Performance Area.

Meets Expectations: Performance consistently met expectations and requirements of the Performance Area. Occasionally achieved results beyond those expected. Contributions regularly align with Divisional goals.

Exceeds Expectations: Performance that consistently met and frequently exceeded the expectations and requirements of the Performance Area. This level of performance frequently achieves results beyond those expected and makes contributions which consistently align with the Division goals.

Exceptional: Describes performance that continuously and exceptionally exceeded the expectations

and requirements of the Performance Area. This level of performance demonstrates contributions that go above and beyond supporting Divisional goals.

Common Review Errors to Avoid

Avoid common review errors:

Central Tendency: Clustering everyone in the middle performance ratings to avoid extremes of good or bad performance. This is unfair to officers who work beyond expectations and inaccurate for those officers who need to improve.

Favoritism: Overlooking the flaws of favored officers.

Grouping: Excusing below-standard performance because it is widespread.

Guilt by association: Rating someone on the basis of the company they keep, rather than their performance.

Halo effect: Basing assessment on one positive performance area.

Grudge: Continually providing assessments below “meets expectations” based on a past negative performance, especially when the officer has already faced the consequence.

Horns effect: Basing assessment on one negative performance area.

Bias: Allowing bias to influence rating.

Recency: Basing assessment only on recent performance, good or bad, and not the entirety of the review period.

Sunflower effect: Rating everyone high, regardless of performance.

Performance of Duty

A. Community Policing

This Performance Area is in reference to the Officers’ demonstrated commitment to community engagement and building public trust, and effective use of community-policing and neighborhood problem-solving strategies.

For complete list of directives, and a deeper understanding of CDP’s community policing objectives, refer to General Police Order 4.04.07 Community and Problem-Oriented Policing.

Assessment will be based on the Officer’s ability to:

- Maintain knowledge about the Division's Community Policing Plan and any other neighborhood-specific crime plans, as well as a deep understanding of neighborhoods served.
- Build public trust by participating in formal and informal engagements, being courteous, and acting with procedural justice.
- Maximize positive interactions, create partnerships, and build trust with the community through understanding geography served, formal and informal engagements, and acting with procedural justice.
- Address community priorities and concerns by conducting daily problem-solving, participating in Neighborhood Policing Plan focus groups, implementing neighborhood plans, and notifying supervisors and District Policing Committees (DPC)s of recurring problems and community concerns discussed at formal engagements.
- Accurately document required Community Policing activities and data.
- Remain abreast of community priorities and ensure they are being addressed by inquiring with officers regarding ongoing problems, connecting DPCs to problems, and participating in the development of Neighborhood Policing Plans.
- Proactively identify recurring trends requiring a Problem-Oriented Policing response and communicate with the District Policing Committees (DPC)s, and other relevant officers to coordinate appropriate action.

Additional Abilities for Supervisors

- Maintain knowledge about the Division's Community Policing Plan and any other neighborhood-specific crime plans, as well as a deep understanding of neighborhoods served.
- When possible, deploy units consistently to the same community to foster a deeper understanding of neighborhood conditions, increase relationship-building, and improve problem solving capacity.
- Maximize positive interactions with the public, create relationships and partnerships with community members and entities throughout the district, and build trust with the community through formal and informal engagements, being courteous, and acting with procedural justice.
- Ensure community concerns are addressed by overseeing the development and implementation of for Neighborhood Policing Plans and providing recommendations for the plans, sharing information with DPCs and collaborating with them to address problems, and attending public safety meetings to work proactively with the community on problem solving and crime prevention.
- Work with district supervisors to ensure that community priorities and engagement are included established in District Crime Plans, and that operations are addressing those priorities and deploying in areas identified by the community and data analysis.
- Evaluate operations and personnel activity by reviewing a random sample of engagements and assessing Community Policing in Performance Evaluations. Recognize Officers for outstanding Community Policing efforts on a monthly basis and nominate for Divisional awards.
- Assist officers in building public trust, fostering deeper understanding of neighborhoods and

community priorities, and engaging in problem solving through effective deployments and targeted weekly crime plans, emphasizing Community Policing and providing updates at roll calls, and ensuring officers meet Community Policing goals and requirements.

- Assess effectiveness of Officers (Patrol, DPCs) implementing Community Policing in performance evaluations. Consult with Lieutenant or Captains to regularly recognize exemplary work.

B. De-escalation and Use of Force

This Performance Area applies to the Officer's effective use of de-escalation and use of force tactics.

Assessment will be based on the Officer's ability to:

- Employ de-escalation techniques and uses of force within policy, and intervenes when necessary.
- Demonstrate critical thinking and continual re-assessment in potential use of force situations to pursue the safest outcomes for all involved.
- Ensure WCS remains on and active.
- Secure a scene until someone of a higher authority arrives and follow directives.
- Render aid or request medical assistance when necessary.
- Follow procedures for providing incident documentation and routing for use of force assessment.

Additional Abilities for Supervisors

- Employ de-escalation techniques and appropriate use of force, and intervenes when necessary.
- Demonstrate critical thinking and continual re-assessment in potential use of force situations to pursue the safest outcomes for all involved.
- Respond to scenes when necessary and required, and adhere to policy and procedures as they relate to the different levels of force.
- Assume command and control of the scene: request and assign resources as needed, direct subordinates, support incident commander, ensure WCS remain active, and secure the scene.
- Employ and direct officers to employ de-escalation techniques and uses of force within policy. Continually observe and assess their actions.
- Render aid or request medical assistance when necessary.
- Notify the Force Investigation Team (FIT) for Level III uses of force and perform required tasks.

C. Crisis Management Techniques

This Performance Area applies to the Officer's ability to maintain composure in high-intensity and crisis situations, especially those involving people with behavioral health disabilities, and employ

proper incident command techniques.

Assessment will be based on the Officer's ability to:

- Recognize if an incident is a crisis event, respond appropriately, and request support such as a CIT officer, co-responder or Crisis Response Team (CRT)
- Ensure WCS remains on and active.
- Secure a scene until someone of a higher authority arrives and follow directives;
- Employ trauma-informed strategies, de-escalation techniques, and uses of force within policy.
- Render aid or request medical assistance when necessary.
- Follow procedures for routing and providing accurate information related to the event such as Behavioral Health Forms.

Additional Abilities for Supervisors

- Respond to scenes when necessary and required.
- Assume command and control of the scene: request and assign resources as needed, direct subordinates, support the CIT officer, co-responder or Crisis Response Team (CRT), ensure WCSs remain active, and secure the scene.
- Seek the input of CIT personnel regarding strategies for resolving the crisis, where it is reasonable for them to do so.
- Manage control of subordinates' vehicle pursuits, and take command, control, or terminate pursuits in accordance with policy.
- Review performances and provide timely feedback, take corrective actions, and recognize exemplary performance specifically of Members under their command and others as required.

D. Report Writing

This performance area differs from written communication skills in that the focus of this is on the quality and accuracy of the Officer's reports, search warrants, supportive affidavits, declarations, or statements required by policy and procedures, especially as they relate to documentation for stops, searches, and arrests, and uses of force.

Assessment will be based on the Officer's ability to:

- Follow policy and procedures for report writing such as documenting reportable incidents and evidence that are required by policy; using correct forms/reports, formatting, and fields; submitting within required timeframes; and ensuring the safety, security, and retention of Divisional records.
- Draft legibly, completely, and accurately; document relevant and required information and details; use proper Divisional terminology and refrain from using jargon or canned, conclusory, or boilerplate language that is not accompanied by specific facts; and sign and date as required.
- Effectively convey justifications for reasonable articulable suspicion and probable cause (PC)

in statements and reports.

- Accurately document if any exigent circumstances or exceptional circumstances existed.
- Document any injuries.
- Accurately document any statements made by witnesses, victims, community officers, or other involved parties.
- Properly memorialize events captured on WCS.
- Respond to needs for corrections to reports by supervisors and ensure mistakes are not repeated.
- Accurately enter required information into Division tracking software and records management systems.
- Appropriately memorialize details of supervisory approvals or disapprovals.
- Route documentation to appropriate units and submit required documents to courts, judges, or attorneys within required timeframes.
- Provide members of the public with required documentation for their records.

Additional Abilities for Supervisors

- Appropriately submit requests for extensions when needed.
- Properly document any event that required their presence.
- Properly document any neighborhood canvasses.
- Document any orders to disperse or any declaration that an assembly is unlawful.
- Prepare weekly and monthly administrative reports.
- Complete post-shift reporting as dictated by Command.
- Ensure the safety, security, and retention of Divisional records
- Properly notify command or other units of any submission delays.
- Draft correspondence to command staff to respond to complaints of criminal activity.
- Ensure that all protective orders, peace orders, etc. have been logged out, and that items are logged back into the log book at each district according to policy.
- Collect and report daily enforcement statistics (arrests, stops, citations, etc.).
- Prepare memoranda to superiors with information about problems, activities, ongoing issues, and other aspects of daily shifts.

E. Communication Skills

This Performance Area applies to the Officer's verbal and written communication skills, as well as their adherence to communication policies, procedures, and protocols. In both forms of communication, Officers should be able to read, listen, and comprehend; express themselves formally and informally with clarity, courtesy, and professionalism; exercise sound judgment; and not violate rules regarding making public statements as a representative of the CDP.

When evaluating verbal communication skills, consideration should be made of the Officer's ability to actively listen; effectively exchange information with various groups of people (citizens, dispatch, supervisors and subordinates whether sworn or civilian, CDP colleagues, etc.), either directly or over

communication devices; and to speak in front of groups.

When evaluating written communication skills, consideration should be made of the Officer's ability to write clearly and use proper spelling, punctuation, and grammar when writing formally or informally, on paper or electronically, including data entries into Division tracking software, record management systems and applications.

Assessment will be based on the Officer's ability to:

- Write with clarity in a manner that limits confusion when records are referenced later.
- Communicate effectively and respectfully with CDP colleagues and the public, regardless of circumstance; provide explanations and answer questions to the best of their ability; and utilize divisional resources for communicating with persons with limited English proficiency.
- Actively listen when receiving information and ask questions.
- Accurately use divisional terminology, codes, acronyms, and abbreviations; avoid jargon in reports and when interacting with the public.
- Relay and share critical information with support units, superiors, or other specialized units.
- Employ correct oral codes and follow protocols for providing necessary information when utilizing divisional radio, and properly notify the Communications Control Section when required.
- Clearly explain any requests for approvals.
- Properly notify chain of command when required.
- Understand that anything being written or recorded may be retained for future purposes and should be professional.

Additional Abilities for Supervisors

- Set an example by modeling proper communications, both verbal and written, to subordinates through daily interactions.
- Accurately use Divisional terminology, codes, acronyms, and abbreviations; avoid jargon in reports and when interacting with the public.
- Collect and disseminate any memoranda, policy updates, or intelligence information to shift personnel.
- Comprehend and explain policies and procedures, Constitutional law, legal documents, and training materials.
- Clearly explain any approvals or disapprovals.
- Prepare appropriate administrative reports or notices for the next shift supervisor or superiors.
- Properly notify chain of command, Communications, other supervisors or districts when required.
- Relay and share critical information with support units, superiors, or other specialized units.
- Review and respond to community correspondence (e-mail, voicemail, etc.).
- Regularly reiterate CDP's core mission and values, and goals of policing plans, including neighborhood policing plans.

- Attend command and staff meetings to gather or provide information concerning specific plans, projects, problems, and answer or ask questions as appropriate.
- Ensure, through subordinate staff, the dissemination of all new/revised directives (e.g. general orders, special orders, and training bulletins).
- Prepare for and conduct roll-call briefings to include: briefing the shift on crime, deployments, agency updates, or notifications to personnel as needed.
- Consult with other Lieutenant or Captains to coordinate patrol and enforcement efforts. Brief incoming shift commander about crime, deployments, or any incident(s) that will carry on into the next shift.
- Communicate and coordinate with outgoing shifts regarding any crime trends or deployment, updates, or matters that may carry over into the oncoming shift.
- Properly notify chain of command, Communications, other supervisors, and/or districts when required.
- Draft correspondence for command staff to respond to complaints of criminal activity.

F. Decision-Making Skills

Decision-making skills include those made for operational or tactical reasons, as well as administrative decisions, or decisions to ensure community and/or officer safety.

Assessment will be based on the Officer's ability to:

- Solve problems, such as handling neighbor disputes or employing the most effective, least intrusive law-enforcement approach.
- Use sound judgment—the ability to think clearly to arrive at logical conclusions.
- Recognize when to request assistance.
- Police constitutionally, effectively and in the least intrusive manner.
- Take appropriate action on the occasion of a crime, disorder, or other condition deserving police attention; and uses sound judgment to avoid unreasonable or unnecessary risk to people or property.
- Determine if the elements of any crime or otherwise reportable incident are met, such as reasonable articulable suspicion and probable cause.
- Ensure actions such as investigatory stops, searches, and arrests are supported by CDP policy and law.
- Select appropriate subjects and witnesses for interviews and investigations, and adhere to policy and procedure.
- Identify and secure evidence and/or areas where evidence would need to be collected.

Officer safety is of utmost importance in law enforcement. Here are some commonly recognized officer safety standards:

- Personal Protective Equipment (PPE): Officers should always wear appropriate PPE, such as ballistic vests, helmets, gloves, and eye protection, to minimize the risk of injury during potentially dangerous situations.

- **Situational Awareness:** Officers should maintain a high level of awareness of their surroundings at all times. This includes being observant, scanning for potential threats, and anticipating any potential dangers.
- **Communication:** Effective communication is crucial for officer safety. Officers should regularly communicate their location, status, and any pertinent information to dispatch and fellow officers to ensure backup and support when needed.
- **Vehicle Safety:** Officers should follow safe driving practices and wear seat belts at all times while operating a vehicle. They should also regularly inspect and maintain their vehicles to ensure they are in proper working condition.
- **Tactical Training:** Officers should receive ongoing tactical training to enhance their skills in handling high-risk situations. This includes training in building searches, active shooter response, and other tactical scenarios.
- **Fitness and Wellness:** Officers should maintain physical fitness and overall wellness to ensure they are physically capable of performing their duties safely. Regular exercise, proper nutrition, and adequate rest are essential for officer safety.
- **Continuous Training and Education:** Officers should receive regular training and education on new techniques, technologies, and best practices to stay updated on the latest officer safety standards.

These are just some of the officer safety standards that are commonly emphasized in law enforcement. It is important for officers to continually prioritize their safety and the safety of others in the line of duty.

Additional Abilities for Supervisors

- Determine if such incidents are kidnapping, abduction, parental child abduction, sex crimes or child abuse, or domestic violence; and notify the required chain of command and support units.
- Employ crime analysis techniques and consult with colleagues to define problems, and develop and execute initiatives that improve public safety and build public trust.
- Make decisions under pressure.
- Determine if presence is necessary.
- Effectively manage incidents involving protests and crowds to ensure that officers and supervisors uphold the Constitution and First Amendment rights.
- Determine if an assembly is unlawful.
- Effectively deploy officers and assign duties and posts based on work/case load, sound data, and community priorities. Prioritize resource allocation depending on need.
- Assess event scenes and determine whether too many personnel are present and should be redeployed to other assignments, or whether additional support units should be called in.
- Evaluate officers' law-enforcement requests and make decisions that are in alignment with policy, law, Divisional goals, and community priorities. This includes, but not limited to,

actions requiring supervisory approval for lesser offenses and the issuance of citations; and supervision of first amendment related arrests and seizures.

- Make law-enforcement decisions that align with policy, law, Divisional goals, and community priorities when giving approvals or issuing orders.
- Review the application packets of confidential informants for compliance and determine candidates' suitability for the role.
- Review crime analysis reports to identify crime and arrest trends. Employ crime analysis techniques and consult with colleagues to define problems, and develop and execute initiatives that improve public safety and build public trust.
- Strategically manage the shift based on crime reduction priorities in coordination with the Executive Officer and District Commander.
- Coordinate with sector supervisors to address any crime trends or other matters requiring a police response.
- Ensure the day's staffing assignments are correct.
- Actively patrol the district, inspecting any crime deployments put into place via the crime plans.
- Monitor shift activities and calls for service. Make adjustments to deployments and activities as necessary.
- Evaluate subordinates to ensure they are making sound decisions that align with policy, law, Divisional goals, and community priorities.

G. Demonstrated Integrity and Use of ABLE Principles

Integrity refers to the ability to demonstrate moral principles, continue legitimate work activities in the face of on-duty triggers or difficult situations, and support other officers' wellbeing and to also act honorably. Officers have a duty to intervene and prevent misconduct or problematic practices in keeping with the **ABLE** (Active Bystandership for Law Enforcement) program.

Assessment will be based on the Officer's ability to:

- Demonstrate honorable traits such as honesty, integrity, accountability, and responsibility throughout all actions.
- Look out for their own and other's mental health and general wellness such as recognizing signs of trauma, fatigue/burnout, suicidal risk, or problematic changes in behavior, and seeking assistance.
- Intervening to protect other officers, regardless of rank, against mistakes and misconduct as directed in ABLE training and policy.
- Handle sensitive information and maintain the security of all confidential informant records.

Additional Abilities for Supervisors

- Model appropriate ethical and professional behavior.
- Ensure subordinates understand the rules and consequences and consistently reinforce the

need for ethical policing and peer intervention. Empower subordinates to report misconduct or intervene, even with Members of a higher rank.

- Make referrals to the Employee Assistance Program or other appropriate resources to help officers.
- Create comfortable environment for subordinates to seek assistance; and support and coach subordinates in proper peer intervention techniques.
- Accept interventions when made by others, even from lower ranking Members, and recognize the member for intervening.
- Encourage subordinates to recommend Members for commendations for interventions, even if it means admitting they almost made a misstep.
- If appropriate, consider making a recommendation to the Awards Committee that the Member who intervened receive an award for his/her actions.

H. Demonstrated Commitment to Fair and Impartial Policing

This Performance Area is to reflect the Officer's demonstrated commitment to fair and impartial policing and their treatment of individuals or groups possessing actual or perceived characteristics that are linked to protected classes under state, federal, and local laws, or classes identified in General Police Order 1.07.08: Bias Free Policing. This is regardless of the individual's or group's involvement in the incident before, during, or after.

Assessment will be based on the Officer's ability to:

- Practice non-discriminatory policing.
- Consistently employ procedural justice practices.
- Consistently act and speak in a professional and respectful manner with all people, especially those belonging to groups with actual or perceived characteristics linked to protected classes under state, federal, and local laws, or classes identified in GPO 1.07.08: Bias Free Policing.
- Use proper terminology (e.g. pronouns) and avoid the use of derogatory language/terms.
- Include only necessary demographics that are central to the encounter or incident in reports or other documentation.
- Ensure only same-gender (based on gender-identity) strip and body cavity searches are conducted, unless otherwise directed by the person being searched. If cross-gender searches are conducted, that proper documentation was taken.
- Respect detainee's individual characteristics or needs when transporting them such as gender identity or a disability requiring a wheelchair.

Additional Abilities for Supervisors

- Ensure that subordinates are familiar with the contents of GPO 1.07.08: Bias Free Policing through roll call discussions, in-service training, and other means.
- Provide guidance and mentorship to subordinates around treating all individuals in a non-discriminatory, affirming, and respectful manner.
- Assess subordinates' interactions and actions through direct observation, and review of

reports and WCS footage, to ensure they are meeting expectations of fair and impartial policing; practicing the directives in GPO 1.07.08: Bias Free Policing and employing procedural justice.

- Confirm that the LGBTQ Liaison is notified and receives all reports of events involving LGBTQ members or places known to be associated with or owned by members of the LGBTQ community.

I. Professional Attire and Equipment Maintenance

This Performance Area refers to the Officer's dedication to appearing neat, smart, and well-groomed in uniform or civilian attire while representing the division. It also includes the proper maintenance of equipment, including vehicles, whether issued directly to the Officer or shared.

Assessment will be based on the Officer's ability to:

- Appear neat, clean and well-groomed to project an image of professionalism.
- Adhere to appearance standards such as properly displaying/affixing badges, and those based on situations such as court appearances, prescribed duty assignment, and seasonal changes.
- Ensures WCSs are functioning, charged, and properly placed.
- Assume personal responsibility for all divisional property issued or shared. Report any missing, damaged, or malfunctioning equipment via official channels. Does not use divisional equipment for personal reasons, unless given permission.
- Be ready for duty and roll call, or equivalent, with proper attire, gear and equipment. Inspect all equipment before each tour of duty.
- Properly maintain and store firearms and other issued equipment.
- Report through official channels any damage to divisional vehicles.
- Inspect issued vehicle before and after tour of duty.

Additional Abilities for Supervisors

- Ensure inspections of vehicles and equipment.
- Inspect personnel at the beginning of each shift for readiness, appearance, and compliance with policy.
- Accompany shift commander during roll call inspection.
- Inspect and document subordinates' firearms quarterly.
- Investigate and report any missing, damaged, or malfunctioning equipment through official channels.
- Direct officers to respond to appropriate units for temporary use or replacement of uniforms or equipment; and adhere to policy when subordinates are required to remove or return rifles and shotguns.
- Make daily assignments of personnel to vehicles and report accordingly.
- Ensure completion of quarterly equipment inspections and compliance with vehicle's preventative maintenance schedule.
- Complete motor vehicle crash investigations for collisions involving police personnel and/or vehicles.

- Report and record the vehicle assignment of all personnel.
- Inspect and document firearms; ensure conducting firearm inspections of officers; and ensure strict measures are used to secure firearms.
- Maintain constant vigilance of uniformed/non-uniformed personnel for adherence with uniform and equipment requirements. Ensure that subordinates conduct all relevant inspections of facilities, vehicles, equipment, or other material as dictated by policy.
- Provide for the investigation, reporting, and repair of missing, damaged, or malfunctioning equipment through official channels.
- Direct subordinates to respond to appropriate units for temporary use or replacement of uniforms or equipment; and adhere to policy when subordinates are required to remove or return rifles and shotguns
- Direct quarterly audits and inspection of equipment (computers, printers, vehicles, shotguns, etc.) and report findings.

Workplace Professionalism

A. Teamwork and Cooperation

When evaluating the Officer, consideration should be made of their willingness to work in harmony with co-workers and supervisors, both sworn and civilian, colleagues in partnering agencies, and the community.

Assessment will be based on the Officer's ability to:

- Developing professional relationships with colleagues within and outside of the Division.
- Contributing to group and team projects, "teamwork."
- Supporting and assisting colleagues.
- Offering praise and thanks, giving credit where credit is due.
- Handling disagreements, whether personally, between subordinates, or between subordinates and other colleagues. Recognize and defuse personnel conflicts within unit or shift.
- Ensure orderly shift change between incoming and outgoing shifts.

B. Initiative

When evaluating the Officer, consideration should be made of their ability to take necessary or appropriate action towards one's own efficiency and the betterment in meeting Divisional and goals.

Assessment will be based on the Officer's ability to:

- Keeping skills up to date and seeking trainings outside of those required.
- Having a career plan or career goals.
- Actively requesting feedback.
- Seizing opportunities for self-improvement or the improvement of the unit or Division.

- Motivation, initiative and commitment towards pro-active policing and criminal apprehension.
- Offering constructive solutions to existing or anticipated issues in the office or in the field.
- Tactfully sharing ideas for workplace improvements.
- Turning information into action.
- Volunteering to represent the Division at events.

C. Leadership and Professionalism

When evaluating the officer, consideration should be made of their capacity to inspire, motivate, and direct others in the interest of Divisional and unit goals, missions, and values. Consideration should also be made of their qualities of attitude, mannerisms, and bearing.

Assessment will be based on the Officer's ability to:

- Exuding calm and confidence; being competent and patient; and maintaining focus.
- Developing respect by being respectful and taking an interest in others; and intervening when necessary.
- Illustrating to others how duty tasks are connected to the achievement of Divisional goals and the betterment of the city.
- Understanding their own strengths and weaknesses. Creating tasks that capitalize on strengths or assist with overcoming weaknesses.
- Involving others in problem-solving and goal setting.
- Providing encouragement when someone is struggling with a task or assignment.
- Learning other's career goals and informing them of trainings that, or illustrating how assigned tasks, will further those goals.
- Celebrating events, successes, and milestones.

D. Time and Resource Management

This performance area reflects the Officer's effectiveness and efficiency.

Assessment will be based on the Officer's ability to:

- Meeting deadlines and not procrastinating
- Being punctual in attendance to all calls, requirements of duty, court appointments, and other circumstances where a time is specified.
- Responding to calls in a timely manner and return to service in a reasonable amount of time.
- Prioritizing or consulting with supervisor about priorities.
- Creating task lists consisting of both routine and assigned tasks. Effectively scheduling the appropriate amount of time, including buffers and breaks. Recognizing when and how they are most productive and when they are not. Limiting multi-tasking whenever possible.
- Using time management tools such as Outlook, or other calendars for scheduling and to set alerts.
- Informing supervisors of problems or asking for support early before there is limited time or resources to find effective solutions.

- Respond to correspondence and inquiries in a timely manner.
- NOT monopolizing the time of others or creating unnecessary interruptions.
- NOT using worktime for personal reasons, unless given permission.

Additional Abilities for Supervisors

- Reviewing and analyzing circumstances at scenes to advise subordinates on proper procedures, and making assignments.
- Responding to noteworthy incidents and/or significant situations as required such as, but not limited to, sex offenses, death and serious assault investigations, arson, hate crimes, member-involved vehicle crashes, and overdoses; and adhere to policy and procedures related to those incidents.
- Administering roll call and adhering to procedures.
- Serving as on-scene commander, providing guidance until relieved.
- Oversee preliminary investigations, or ensure they are conducted in accordance with law, policy, and procedure.
- Adhering to roll call procedures.
- Involving subordinates in problem-solving and goal setting.
- Monitoring and holding personnel accountable for completing assigned tasks and projects; and adjust or modify assignments if necessary.
- Monitoring police radio and ensuring that all guidelines are followed by subordinates regarding the use of oral codes, and to staying advised of units' status, location, etc.
- Providing timely and constructive feedback, and creating open dialogue to debrief about major events.
- Reviewing officers' law-enforcement decisions, including uses of force, and speaking with them regularly about their decision-making process to ensure they are acting with sound judgement, using reason, and are following policy and procedures.
- Developing respect by being respectful and taking an interest in others; and intervening when necessary.
- Assigning tasks and projects to subordinates, and holding them accountable
- Illustrating how duty tasks are connected to the achievement of Divisional goals and the betterment of the city.
- Supervising and directing the activities of personnel managing special short-term programs or projects.
- Providing encouragement when someone is struggling with a task or assignment.
- Identifying challenges and obstacles prohibiting the completion of assigned tasks and projects and address them or modify the assignment.
- Being aware of all locations of non-uniformed proactive enforcement operations and inform uniformed members. Providing assistance to non-uniformed operations.
- Supervise the planning and execution of search warrants, and ensure that a supervisor is present during the execution of any search warrant.
- Celebrating events, successes, and milestones.

Supervision Skills and Professionalism (Sergeant-Captain)

A. Reviews Subordinates' Documentation for Policy Compliance

This Performance Area focuses on the supervisor's ability to review and ensure that their subordinates' law enforcement actions and associated reports, citations, search warrants, supportive affidavits, declarations, or statements are accurate and adhere to policy and procedures, especially as they relate to documentation for stops, searches, and arrests.

Assessment will be based on the supervisor's ability to:

- Monitor appropriate systems or logs to ensure subordinate reports are completed and there are no pending matters.
- Evaluate subordinates' law-enforcement actions and requests, and ensure they are making decisions that are in alignment with policy, law, Divisional goals, and community priorities.
- Review the circumstances of stops, weapons pat-downs, searches, citations, and arrests (including, when necessary, WCS footage) to ensure that they are conducted properly and in compliance with legal and policy requirements.
- Ensure Members are policing constitutionally and in accordance with most effective, least intrusive principles.
- Ensure custodial interrogations and interviews are conducted in accordance with law, policy, and procedure.
- Review all written reports and warrant applications for legibility, completeness, and accuracy. Ensure narratives contain the elements of the reported crime or incident which supports the final crime code.
- Effectively review reports and warrant applications to ensure that officers' statements possess and convey justifications for reasonable articulable suspicion (RAS) and/or probable cause (PC).
- Review each arrest report of subordinates for completeness and adherence to law and policy. Memorialize their review in writing and indicating any need for corrective action.
- Critically review reports, and ensure the proper assignment and timely completion of all follow-up investigations. Identify any shortcomings and send for correction as needed.
- Ensure subordinates are not using canned, conclusory, or boilerplate language that is not accompanied by specific facts, lack articulation of legal basis for the action, or indicia that the reports or forms may contain information that was not accurate at the time it was reported.
- Approve or disapprove strip searches and evaluate requests for strip searches on the basis of probable cause, voluntary production of the item(s) in question, and any exigencies. Approve or disapprove search and seizure warrant applications for body cavity searches.
- Ensure detainees are transported in accordance with policy, and information regarding detainee transport is accurately collected and properly stored within required timeframe.

- Conduct reviews in the required timeframes.
- Review written reports for legibility, completeness, and accuracy. Ensure narratives contain the elements of the reported crime or incident which supports the Ohio Revised Code or Cleveland Codified Ordinances.
- Thoroughly review, evaluate, and approve, if the indicated action(s) are found to be lawful and complete, all sergeants' reviews of member activity in the domain of investigative stops, weapons pat-downs, and searches. Examine sergeants' reviews and approvals of arrests.
- Ensure that all written reports are received, reviewed, endorsed, and forwarded prior to the end of the tour of duty.

B. Conducts Force Investigations/Reviews

This Performance Area applies to the supervisor's thoroughness in conducting use of force reviews and adhering to GPO 2.01.06: Use of Force – Supervisory Reviews and Investigations.

Assessment will be based on the supervisor's ability to:

- Document on-scene actions and observations in accordance with policy and procedures.
- Separate all involved members and conduct interviews in accordance with policy and procedures.
- Identify and Interview all witnessing civilians.
- Identify and attempt to retrieve any CCTV or surveillance footage.
- Take required photographs.
- Ensure that all involved members and members who observed the Use of Force incident accurately, thoroughly, and in a timely fashion, report the Use of Force.
- When notified of a Level 1 and Level 2 Use of Force by a member, ensure the required documentation and data entries are completed before the end of the tour of duty.
- Complete the Use of Force investigation for a Level 2 Use of Force within the required time frames. Ensure that all supporting documentation, including statements, photographs, videos, and documents are scanned and/or uploaded. Properly request extensions.
- Provide a brief synopsis to their commander via email, copying their immediate supervisor, documenting the supervisor's preliminary determination of the appropriateness of the use of force.
- Thoroughly review all Uses of Force for consistency with all Divisional policies as pertains to:
 - Whether the Use of Force was Reasonable, Necessary, and Proportional.
 - Whether the member used de-escalation techniques.
 - Whether the member continuously assessed the situation prior to, during, and after the Use of Force.
 - The submission of required documentation and related evidence.
- Review every injury that is reported to have occurred during the transportation of detainees as a use of force, or if appropriate, as part of a vehicle crash investigation.

- Document and return corrections sent to the first-line supervisor any Use of Force Review that is incomplete, contains errors, and/or is not supported by a Preponderance of the Evidence. Address any discrepancies, confusion, or lack of relevant information. Document the specific evidence or analysis supporting the correction or modification.
- If necessary, re-classify a Use of Force to the appropriate level and return the Use of Force to the first-line supervisor for necessary action.
- Properly document any counseling given, training referrals made, or recommendations for discipline related to the member's actions or the first-line supervisor's Use of Force Review.
- Immediately refer misconduct or potential criminal conduct to the Commander and Internal Affairs.
- Properly forward completed Level II Use of Force Reviews to the Captain or Commander within five (5) tours of duty.
- Immediately notify the Commander of issues that will delay the submission and completion of the Use of Force Review.

C. Addresses Misconduct and Performance Problems

Assessment will be based on the supervisor's ability to:

Identify misconduct and ensure that it is adequately addressed through corrective action, training, or referral to Internal Affairs (IA). Demonstrate fairness and consistency when issuing corrective actions.

- Observe and intercede to halt improper officer performance, whether it is misconduct or below performance standards.
- Prepare written reports documenting inappropriate behavior, and any recommended corrective actions.
- Notify command and IA of misconduct allegations, from both internal and external sources.
- Determine and contact IA if the misconduct resulted in criminal charges.
- Ensure that IA is immediately notified by phone of any complaint of sexual misconduct.
- Ensure that no retaliation, intimidation, coercion, or adverse action is taken against any person. Observe or be aware of retaliation and report such actions to IA.
- Take corrective action and report to IA's if a stop appears to be unlawful, unconstitutional, bias-based or if information appears to be deliberately omitted.
- Document and take appropriate action to address violations or deficiencies in members' arrest requests and recommendations, including releasing the person, recommending corrective action for the involved member, and/or referring the incident for administrative or criminal investigation.
- Document and report to IA:
 - Investigatory Stops and Detentions that appear unsupported by RAS, or that are otherwise in violation of CDP policy or law.
 - Searches that appear to be without legal justification or are in violation of CDP policy or law.

- Stops or searches that, while comporting with law and policy, indicate a need for corrective action or review of agency policy, strategy, tactics, or training.
- Respond to the scene of any complaints of misconduct against subordinates and adhere to the internal and external complaints of misconduct policies.

D. Provides Meaningful Feedback and Employee Performance Reviews

Assessment will be based on the supervisor's ability to:

- Identify and explain work performance expectations to subordinates.
- Complete accurate and timely Performance Evaluations of subordinates.
- Monitor subordinates during duty for efficiency and effectiveness; and observe personnel performance—both in person and via periodic, random WCS reviews—to identify individual and general training needs.
- Review and manage any performance improvement plans issued to subordinates.
- Conduct periodic check-ins with subordinates to inform them of progress toward their performance expectations, or to identify areas for improvement and/or design remedial training plans.
- Understanding strengths and weaknesses. Creating tasks that capitalize on strengths or assist with overcoming weaknesses.
- Confer with personnel to discuss individual performance problems and provide advice on correct performance.
- Confer with superiors to discuss officers experiencing difficulty on the job, and plan corrective actions.
- Inform the Training Section of any observed deficiencies which may require additional training.
- Offer verbal commendations to recognize positive officer performance; and make recommendations for formal commendations and awards for exceptional performance.
- Provide encouragement when someone is struggling with a task or assignment.
- Make notations to document positive or negative officer performance. Document performance management actions such as evaluations, counseling, recommended training, or recommendations for commendations.
- Identify and encourage subordinates who demonstrate skill and ability for additional responsibility or advancement such as serving as CIT officers.

E. Recognizes Training Opportunities and Supports Career Growth

Assessment will be based on the supervisor's ability to:

- Observe and guide new personnel to ensure their proper development and motivation.
- Understand strengths and weaknesses. Create tasks that capitalize on strengths or assist with overcoming weaknesses.
- Remain knowledgeable about training opportunities offered by CDP and those approved

- by CDP that are offered by other agencies and outside organizations.
- Identify training, professional development needs, and opportunities on an individual and group level.
 - Monitor subordinates' performance in order to guide their work and identify future training opportunities, and mentor supervisors under their command to help prepare them for future advancement.
 - Learn subordinates' career goals and connect them with, or illustrate how, assigned tasks or trainings will further those goals.
 - Provide guidance and support to subordinates that reinforces lessons presented in Division trainings.
 - Involve subordinates in problem-solving and goal setting.
 - Identify and encourage subordinates who demonstrate skill and ability for additional responsibility or advancement such as serving as CIT or FTO officers.
 - Make recommendations regarding the retention or termination of trainees and FTOs duties.

Overall Rating

Based on the ratings for *Performance of Duty, Workplace Professionalism, and Supervision Skills as applicable above*, provide an overall assessment of the Officer's performance.

Corrective Actions and Commendations

A. Corrective Actions Received

If applicable, provide a list describing the type of action. If not applicable, mark N/A.

B. Civilian Commendations

If applicable, provide a list describing the commendation(s), can be official or unofficial. For the purposes of this evaluation, a commendation is praise, appreciation, and/or acclaim directed towards the officer by a civilian. If not applicable, mark N/A.

C. Awards and Division Commendations

Official commendations received from the Division. Provide a list describing the type of commendation(s)

Narratives

In this section, describe the Officer's performance and highlight specific achievements, provide direction, and develop plans for improvement and career goals. The narrative shall be:

- Unique to the Officer.

- Void of boilerplate language.
- Specific with distinct examples of noticeable trends and/or incidents.
- Written in the third person. For example, instead of “You did a poor job submitting reports on time,” use, “Officer A consistently submits reports on time.”

Growth and Achievement

Describe areas where the Officer has improved and gained proficiency in the position over the reporting period. In this section, provide descriptions of exemplary actions by the Officer. Include any Performance Areas the Officer has improved upon during the evaluation period.

Examples include, but are not limited to:

- Praising the way an Officer engages with the public to build trust and solve problems in collaboration with the community.
- Commending an Officer’s actions during a crisis situation by describing both the situation and the skills the Officer employed.
- Highlighting that an Officer consistently writes reports without a need for correction, or is consistently courteous to individuals regardless of the situation.
- Explaining how an Officer improved their communication skills with supervisors, citizens and detectives.
- Praising an officer for intervening in problematic situations, demonstrating the ABLE principles and peer intervention.
- Recognizing how an officer consistently demonstrated most effective and least intrusive practices in stops, searches, and arrests without requiring supervisory intervention.
- Commending an officer for handling tense protest situations with poise and professionalism with a steadfast protection of the community’s First Amendment rights.

Areas for Improvement

Supervisors shall provide constructive feedback to officers on how they can improve in any of the Performance Areas detailed in the manual. For example, if an Officer is not attaining high performance in any of the areas in the preceding section of this manual, supervisors should comment on that performance and provide recommendations for improvement.

Even for high performers, there is always opportunity for improvement, including those for career advancements, and evaluators need to support continual growth. Improvements for high- performing officers can include encouraging the officer to use accrued leave or not overexerting themselves to help others to the detriment of their own wellness.

For Officers who have received low ratings, provide guidance specific to the Performance Area in question. For example, if the Officer received a low rating for community engagement, explain any situations in which they were less than courteous and what they could do to improve.

Guidance for Career Development

Evaluators shall discuss with their subordinate ways in which they could gain experience and skills, whether to expand their knowledge, or to better position themselves for their desired position or promotion. The narrative will be a description of the conversation and advice provided. Ways an officer could gain experience can include additional training, detail and task assignments, and/or consulting with an Officer, Sergeant, or Lieutenant, Captain or Commander in another other district, bureau or unit.

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